

30 January 1984

MEMORANDUM FOR:

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FROM:

SUBJECT: In Search of Excellence

1. Recruit and hire highly capable people dedicated to Agency mission; utilize employees' talents and abilities.
2. Management must trust its people to foster organizational objectives; motivate employees to be creative and take the initiative.
3. Decision making process needs to be improved. Agency must articulate to employees its priorities, standards and goals. Unrealistic priorities create an inordinate and unnecessary stress for employees.
4. Utilize advance technology not only in collection and analysis but also in support methodology. Provide the necessary resources to accomplish the mission.
5. Have realistic view of resources vs. objectives -- hold supervisor accountable for utilization of resources.
6. Instill in employees a feeling of confidence and the desire to excell. PAR's tend to place employees and supervisors in a defensive posture. Take a new look at evaluations, career boards, promotions and assignments. How do the successful, top companies in industry deal with these situations? Presuming they hire the "cream of the crop," do they rate the majority of their employees as average?
7. Honesty -- deal with facts.
8. All established standards should be applied uniformly.

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9. Efforts should be coordinated in line with objectives.
10. Rather than reacting to the managerial "whim of the moment," place requirements in proper perspective and in line with the overall mission.
11. Dynamic planning should be stressed.
12. Employees need to feel a sense of belonging.
13. Reward employees commensurate with their accomplishments.



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Strive for Excellence



Goals

1. Provide the best National Intelligence possible.
2. Reduce bureaucracy.
3. Encourage and reward risk taking.

Standards

1. Staff requirements to assure that projects are necessary and well defined.
2. Promotion by performance.
3. Increase security of covert activities.
4. Provide dual career tracks for management and uniquely skilled experts.

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- o Provide "comprehensive intelligence" in a timely manner only to those with a need to know. Whenever feasible unclassified information should be released to the media on activities that would enhance the Agency's image.
- o In order to support activities different elements in the Agency or dependent upon one another. Each element will strive for excellence in providing the needed information to accomplish goals.
- o Because people are the strength of any organization, the opportunity for growth as individuals must be supplied. Internal and external training should be provided together with rewards for excellence.
- o The authority of management must be used for the advancement of the Agency rather than the individual.